

# President Susan J. Hockfield announces resignation

## MIT to start new fundraising campaign, 'best to begin this chapter with new leadership'

By **Jessica J. Pourian**  
and **Ethan A. Solomon**  
*EDITORS*

Susan J. Hockfield, MIT's 16th president, announced yesterday morning her decision to step down from the presidency after seven years.

"The Institute is now moving forward on a new set of ambitious goals, and I have concluded that the powerful momentum we have built makes this an opportune moment for a leadership transition," she wrote in a campuswide email sent at 9 a.m. sharp.

Hockfield, who assumed the presidency in December of 2004, succeeded Charles M. Vest, who was president from 1990 to 2004. Hockfield had previously served as a professor of neuroscience and provost of Yale University. She is the first woman, and the first life scientist, to serve as an MIT president.

In her email, titled "Looking to

the future," the president cited MIT's new international partnerships, the MITx initiative, the MIT 2030 vision, and an increased undergraduate class size — among others — as examples of important ongoing efforts. She also references MIT's fiscal performance through the financial crisis — MIT raised nearly \$3 billion during her presidency, according to the MIT News Office, but also saw steep budget cuts.

While staying on to continue to see these goals come to fruition "tempted" Hockfield, she wrote that the necessary fundraising to support these ambitions will "require the full focus and sustained attention of the Institute's president over many years." As part of the MIT 2030 framework, for instance, the Institute hopes to raise \$750 million

— and that's just one component of MIT's complex future.

"I have concluded that it would be best for the Institute to begin this next chapter with new leadership," she added.

In an interview with *The Tech* yesterday afternoon, Hockfield said that the Institute is preparing to begin a new capital campaign to finance its next major period of growth, which she expects could take about eight years. In such campaigns, MIT raises money to support big institutional objectives including (but not limited to) new construction and renovation, scholarships and fellowships, research, and student life.

The last of these "comprehensive" campaigns ended in 2005, and MIT raised \$2.05 billion, some of which was used to finance the construction of the Stata Center and the Brain and Cognitive Sciences



MANOHAR SRIKANTH—THE TECH

**Resignation, Page 7**

## ERC releases plan for global initiative

Many visions of the future presented during MIT150 concern the Institute itself and nearby Kendall Square — but MIT's Environmental Research Council (ERC) had larger goals in mind, global-sized goals. In December, the ERC released an implementation plan for the establishment of a Global Environment Initiative (GEI), whose challenge is to "integrate the Institute's core strengths in ... research to better understand the global environment and manage our role in it."

The GEI, complementary to MIT's Energy initiative (MITEI), was largely inspired by how successful MITEI has been in formalizing energy research over the past five years. Although many MIT researchers currently focus their work on global sustainability, there is need to organize these efforts. The GEI aims to foster interdisciplinary collaboration and communication that will lead to more rapid innovation, termed by the report as "building strength on strength."

The GEI created an initial re-

search agenda addresses six key areas: climate, oceans, water, ecological resilience, contamination mitigation, and sustainable societies. By assigning headers to a limited number of research priorities, the GEI will concentrate the currently "scattered" research endeavors. At the ERC's December forum, Dana Entekhabi, ERC chair and professor of civil and environmental engineering, compared current environmental research to a large "trial-and-error" method; ultimately, the goal is to create a well-defined, "rational" method of sustainably enabling human development.

One of the initiative's first concrete steps will be to raise funding for graduate and postdoctoral fellowships, enabling cross-disciplinary projects that would otherwise have a hard time securing initial funding. As for Institute-wide engagement, the GEI hopes to host multiple educational workshops and symposia, and launch a new undergraduate minor in global studies.

—Adisa Kruayatidee

# A short history of Hockfield and her influence on MIT

## The efforts of the MIT president since her arrival

By **Jessica J. Pourian**  
*EDITOR IN CHIEF*

During her seven years as president, Susan J. Hockfield oversaw an aggressive expansion of MIT's global footprint. Her years as president have been markedly outward-facing. During her tenure, she skillfully advanced MIT's long-term interests by engaging in partnerships overseas and by securing a variety of donations for the David H. Koch Institute on Integrative Cancer Research and Fariborz Maseeh Hall, among other things. Hockfield's admin-

istration has raised over \$3 billion, more money than any one president has made during his term. She has created a number of relationships in politics and abroad. From bringing Obama to campus to creating alliances with Singapore and Russia, Hockfield has brought MIT's influence around the globe.

**MIT's global footprint**

Obama came to MIT in 2009 for his address on energy, and was the first-ever sitting president to be given a tour of a lab at MIT. Abroad, Hockfield forged relations with Russia and China. On Oct. 26, 2011, MIT struck a partnership with the Russian Skolkovo Foundation, which encompassed a three-year contract to develop a new graduate research university, the Skolkovo

Institute of Science and Technology. "MIT and SkTech, working together, aim to create a new model for graduate education and research in science and technology," Hockfield said in a press release from the MIT News Office last fall.

In China, Hockfield helped establish the China Scholarship Council Graduate Fellowship Program and a collaboration between MIT and the Shanghai Jiao Tong University. The fellowship program, which opened in September, is open to MIT graduate students who are also Chinese citizens. Each year, five masters students and five doctoral students will be selected by the Chinese Scholarship Council and be given funding to get their degrees

**History, Page 10**



JASWANTH MADHAVAN — THE TECH

**The five-percent MIT student discount promotion at Shaw's is over.** The marketing department did not respond to multiple attempts to contact about why the discount was discontinued.

## IN SHORT

**MIT-EMS released reports of a particularly strong stomach virus going around Boston and Cambridge.** Be sure to wash your hands and get sleep to keep yourself well!

**Balfour will be on campus today and Tuesday Feb. 21 - Friday Feb. 24 to take Brass Rat orders for the Class of 2014.** Orders can be placed in Lobby 10 from 10 a.m. to 3 p.m.

**There is no school on Monday, Feb. 20.** Classes on Tuesday will follow a Monday schedule. Have a safe Presidents Day!

**Send news information and tips to [news@tech.mit.edu](mailto:news@tech.mit.edu).**

**DIVERSITY OR DISCRIMINATION?**  
Are MIT's affirmative action policies fair?  
**OPINION, p. 4**

**KOHLER ON DEAR UNCLE**  
An interview with the director of Dramashop's production. **ARTS, p. 5**

**GO JUST FOR THE FREE FOOD?**  
You're not alone, we're evolving a sense for finding it. **FUN, p. 8**



**THE SIMPLY SUBLIME BOSTON BALLET**  
The premiere ballet opens 2012 with a striking show.  
**ARTS, p. 6**

**BASKETBALL REDEMPTION**  
Men's Basketball defeats WPI.  
**SPORTS, p. 12**

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# Seven arrested in Olympus accounting cover-up

By Hiroko Tabuchi  
THE NEW YORK TIMES

OSAKA, Japan — The Japanese authorities arrested seven central figures in the huge accounting scandal at Olympus — including the camera-maker’s former chairman and executive vice president — on Thursday as part of investigations into a decade-long cover-up that has prompted concern over what critics say is lax corporate governance at Japanese companies.

Tsuyoshi Kikukawa, a former chairman and president of Olympus, was arrested in Tokyo along with two other former executives on suspicion of having falsified financial statements, Tokyo prosecutors said. Two former investment bank-

ers suspected of helping to set up the cover-up, and two of their associates, were also arrested.

Olympus said that it was aware of the gravity of the situation and was cooperating fully with the authorities.

A panel of experts hired by Olympus to investigate the cover-up has accused the former executives of masking investment losses racked up in Japan’s bubble economy over a period of at least 13 years. Those losses were eventually accounted for in transactions disguised as merger fees paid to overseas investment funds.

The irregular accounting came to light in October when Olympus fired Michael C. Woodford, who was its president and chief executive.

At the time, Kikukawa attributed the dismissal to Woodford’s aggressive Western management style. But Woodford, a Briton, said he had been fired for questioning a series of payouts made by the company between 2006 and 2008, and he provided what he said was evidence to the news media. Kikukawa subsequently resigned from the company.

Woodford then began a bid to return to Olympus, whose share price has collapsed since the scandal broke, to lead a turnaround. But he abandoned that bid in December after the company’s biggest domestic shareholders sided against him in a move that some foreign investors have said confirms their worst fears of corporate Japan’s resistance to outsiders and to change.

## Would-be plane bomber is sentenced to life in prison

DETROIT — The Nigerian man who tried to blow up a Detroit-bound airliner with explosives concealed in his underwear on Christmas Day in 2009 was sentenced Thursday to life in prison by a federal judge who said his crime and subsequent lack of remorse demanded the maximum possible punishment.

The man, Umar Farouk Abdulmutallab, who pleaded guilty in October and admitted to working on behalf of al-Qaida, shouted, “Allahu akbar,” or “God is great,” five times during the sentencing hearing. He asserted that Muslims were “proud to kill in the name of God, and that is what God told us to do in the Quran.”

Five people on the flight, including a flight attendant who helped put out a midair fire that Abdulmutallab started with his explosives, spoke during the hearing about the nightmares and fear they had experienced since the episode.

Judge Nancy G. Edmunds of U.S. District Court ordered Abdulmutallab to serve the maximum sentence of four consecutive life sentences, plus an additional 50 years, on the charges, which included conspiracy to commit an act of terrorism and attempted use of a weapon of mass destruction. Edmunds denied a motion by Abdulmutallab, who represented himself during much of the case, with the assistance of a standby lawyer, to declare life imprisonment as cruel and unusual punishment because his act did not kill or seriously injure anyone.

—Nick Bunkley, *The New York Times*

## Santorum leads in Ohio and gains across US

With the primary in Ohio three weeks away, Rick Santorum is now leading there, according to the newest Quinnipiac University poll.

Santorum has the support of 36 percent of likely Republican primary voters, trailed by Mitt Romney, with 29 percent. Newt Gingrich follows at 20 percent, and Ron Paul has nine percent.

And national polls, including a New York Times/CBS News survey, showed Santorum closing in on Romney’s overall lead. The two candidates are now battling for votes in Michigan, where Romney’s father was governor.

Michigan and Arizona hold primaries on Feb. 28, and Ohio and several other states follow on Super Tuesday, March 6.

In Ohio, Santorum’s backing comes from key groups of Republican voters, including white evangelical Christians, Tea Party supporters and conservatives. He is backed by four in ten voters from each of those groups.

Romney has the support of about a quarter of conservatives and evangelicals, but only one in five Tea Party supporters. Romney derives much of his support from moderates, voters over 65 and people with higher incomes.

—Allison Kopicki, *The New York Times*

# Cameron details arguments against Scottish independence

By John F. Burns  
and Alan Cowell  
THE NEW YORK TIMES

LONDON — Arguing that the centuries-old “ties that bind” Britain together were under threat from Scottish separatism, Prime Minister David Cameron traveled to Edinburgh on Thursday to meet with First Minister Alex Salmond in what was seen here as the first sparring bout of a longer battle over an independence referendum.

But the meeting suggested just how drawn out the dispute could

be, with the two leaders casting the results of the talks in starkly different terms.

Salmond said the talks had “moved on quite substantially,” and that the men had narrowed the areas of disagreement, The Associated Press reported. But Cameron said that “on the issue of independence, separating Scotland, leaving the United Kingdom, I am afraid there wasn’t much progress.”

The meeting came after months of maneuvering, with Salmond saying he had been unable to get Cameron to agree to talk. In the end,

Cameron coupled the meeting with a speech in Edinburgh in which he reached out directly to the Scottish people, lacing his pragmatic arguments on the financial and military advantages of the union with emotional appeals.

“I am 100 percent clear that I will fight with everything I have to keep our United Kingdom together,” Cameron said. “To me, this is not some issue of policy or strategy or calculation — it matters head, heart and soul. Our shared home is under threat, and everyone who cares about it needs to speak out.”

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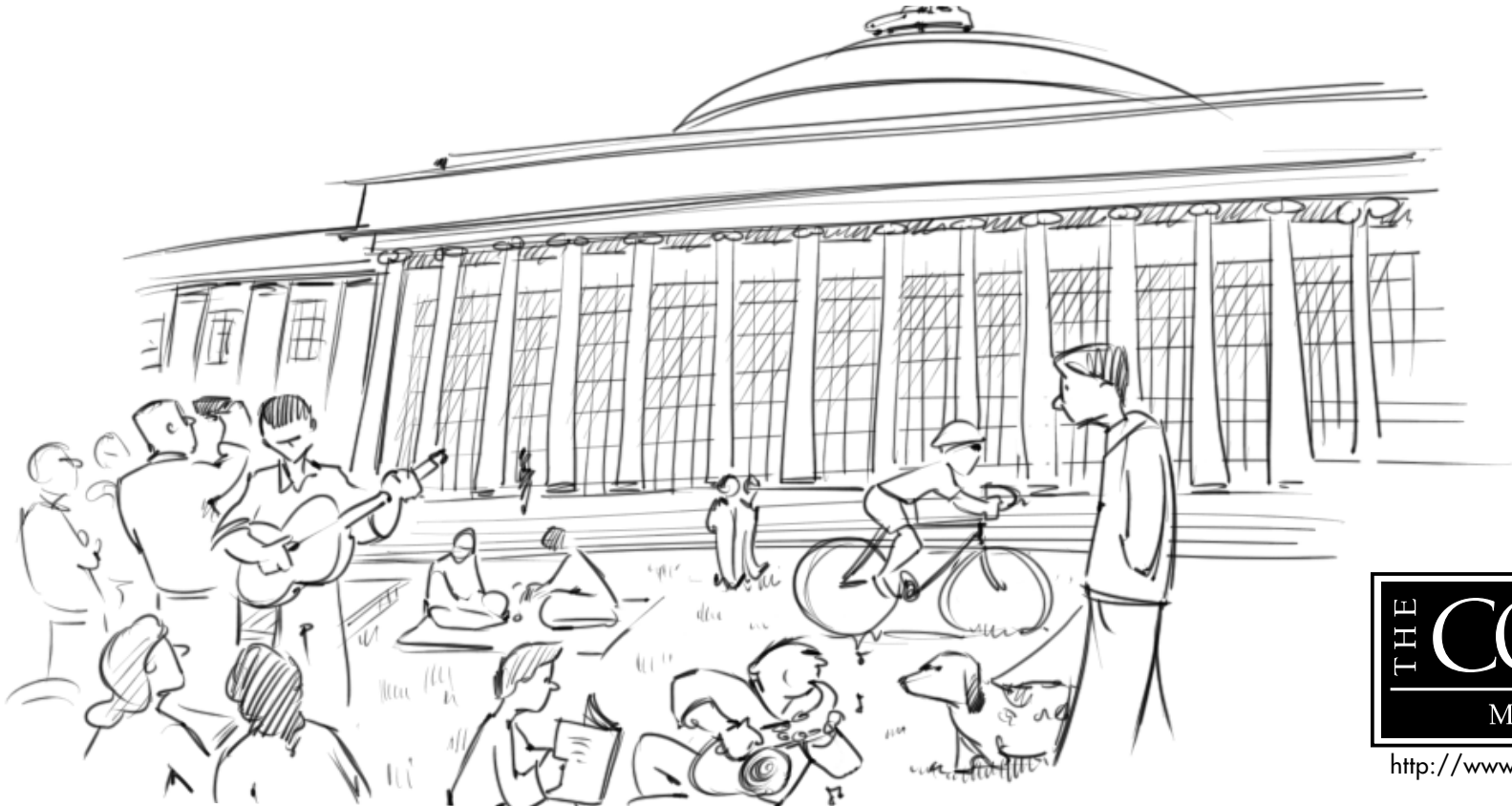
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# Quite simply, sublime

Boston Ballet opens 2012 with a captivating program featuring works by three different choreographers

## STAFF WRITERS

## Curious and curiouser ...

Opening this season at the Boston Ballet is *Simply Sublime*, an ensemble of three short and sweet ballets. The three ballets are distinct, but complement each other nicely to create a surreal and otherworldly sense.

The first act is Michel Fokine's *Les Sylphides*, a traditional romantic ballet that is historically important because it was the first ballet without a narrative (unlike *Swan Lake*, *The Nutcracker*, and other famous ballets). For this ballet, the curtains rise to reveal a young male poet surrounded by a constellation of sylphs, with a ruined building and a dark forest in the background. Each dancer, an ethereal spirit of the air, wears petite wings attached to the small of her back, and is dressed in a puff of chiffon and a white leotard.

To the glorious music of Chopin, three

of the ghostly sylphs dance solo. Many of their moves are almost painfully beautiful, as one leg transitions on and off pointe, and the other leg poises gracefully in the air. The other sixteen sylphs dance in clusters while the enchanted poet wanders through a maze of their fluffy skirts and graceful, swirling arms. Exquisite as porcelain dolls, they dance with a gracious stiffness or hold poses with statuesque stillness.

**Exquisite as porcelain dolls, they dance with a gracious stiffness or hold poses with statuesque stillness.**

As the curtains lower, they close on this enchanting dollhouse world, with its strange and alluring fairies. In stark contrast, when they rise again, they expose four couples, whose shadows extend over a

solid white backdrop.

Christopher Wheeldon's *Polyphonia* is a series of duets performed under dramatic lighting and to the rhythmic, sharp music of György Ligeti. The dancers wear simple royal-purple leotards, which emphasize their athleticism and bring to mind the studio where they spend long, hard hours practicing.

The dancing style is a transfixing combination of gymnastics and modern ballet. The dancers seem neither male nor female, but somehow almost insect- or robotlike. In a powerful display of their physical prowess, they spend much of the time contorted around one another, in the air or on the floor.

The third and final act, George Balanchine's *Symphony in Three Movements*, brings the evening to its climax. Stravinsky's music plays triumphantly as the troupe of dancers prance and twirl energetically in a diagonal across the stage. The deep azure backlighting, which colors the white leotards powder blue, and the men wear-

# Simply Sublime

# Boston Ballet Company

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ing tight T-shirts and pants, are reminiscent of a beach scene from the 1920s. There is a playful, whimsical atmosphere, which is reinforced by the women skipping, jumping, and sporting girlish ponytails.

Whilst each ballet is emotionally moving and thought-provoking on its own, the combination of the three takes the audience on an exciting and bewitching journey. The pieces balance and enhance one another, and maintain a carefully calculated tension throughout. Their order and execution deftly achieve the transition from the haunting and classical to the captivating and modern.

*Simply Sublime* is, quite simply, sublime.



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# Hockfield resigns following successes

*Will stay on until new president is appointed by executive committee*

**Resignation,** from Page 1

complex (Building 46). Some of that money also went to the endowment and graduate student support.

“I never imagined I would do any more than 10 years,” Hockfield explained. “Eight years is a long time on top of the seven I already served. I don’t imagine I can do another eight years.”

But Hockfield says she is not leaving the president’s office because of a distaste for fundraising. “I love fundraising for MIT,” she said. “I have been excited by it, inspired by it. ... It is one of the most exciting things that I’ve ever done.”

Stopping now makes sense, she said, because a “transition in the middle of an eight year campaign is very difficult. We have enormous momentum now.”

**Looking back**

Fundraising and related efforts were central to the Hockfield presidency. Over the past seven years, MIT collected \$3 billion in donations — more than under any other president, according to the News Office.

The president credited her success to MIT’s appeal as a problem-solving place, the vanguard of world-changing technological innovation. “We had some good years and some tough years. That’s part of it. Part of it is that this is MIT’s time. ... People have seen how much MIT helps in addressing the world’s problems.”

Enhanced national and global visibility was also key to fundraising, she added. One of her goals as president was “to get MIT’s story out,” and, indeed, Hockfield has extended MIT’s reach globally with several new international partnerships and nationally via increased political engagement in Washington. President Barack Obama, for instance, appointed Hockfield to co-chair his Advanced Manufacturing Partnership, an effort to make the United States more globally competitive in the manufacturing realm.

“Once people understand MIT’s mission, they are more likely to give,” the president said. “I came in saying MIT needed to be a brighter beacon of inspiration. ... As people understand more about MIT, they find it is a place where their resources will do good.”

Executive Vice President and Treasurer Israel Ruiz SM ’01 agreed. “She’s been very effectively matching the needs of the Institute with sources of funding,” he said. “In that regard, she’s been quite transformative for MIT.”

Hockfield’s efforts were not solely targeted abroad or in Washington. She has repeatedly called for the development of an “innovation cluster” in the Kendall Square area by attracting high-tech research companies and startups. Last year, pharmaceutical giants Novartis and Pfizer announced plans to greatly expand their footprints in the Kendall Square area. Plans to revitalize Kendall’s T-station area are still working their way through the city government.

Since taking office, MIT’s endowment has grown from \$5.9 billion in 2004 to \$9.7 billion last year

— though it had dropped a steep 20 percent in the wake of the financial crisis.

Reflecting on her presidency, Hockfield expressed her gratitude for the rest of her administration. “We just had extremely good fortune and great allies in doing this at MIT,” she said, “these jobs are not solo performances; they are team sports.”

Would the president do anything differently if she could go back and start over again?

“It’d be great if there hadn’t been an economic collapse,” she said, but “you can’t choose the times in which you live or serve. In terms of MIT we are in a great place now.”

**Looking forward**

The search for MIT’s new president will begin immediately. After Vest announced his resignation in December of 2003, it was not until August of 2004 that Hockfield’s presidency was publicly known. She will continue to serve as president until her successor is picked.

According to the bylaws of the MIT Corporation, the new president must be nominated by the Executive Committee and then approved by a majority vote of the entire Corporation. Students and faculty will also have input in the search via recommendations to the Executive Committee.

“I cannot anticipate what my successor will do,” she said, “That’s part of the beauty of these institutions. ... It’s a privilege to be in this role and I hope my successor enjoys it as much as I have.”

Hockfield plans on taking a sabbatical after her successor is appointed. She plans on continuing as a faculty member in the Department of Brain and Cognitive Sciences, but her precise role is still unclear. “I don’t know exactly what life after the presidency will hold,” she said, but “I am, by nature, an enthusiast for what MIT does and I’m really very much looking forward to being a part of the community as yet to be defined.”

The nature of the capital campaign that Hockfield successor will oversee is also not clear. “The framing and design of the campaign is on the table,” said Ruiz. “Momentum has been built, need has been identified.”

Since MIT is in the process of determining the contours of that campaign — incorporating input from the Academic Council and the Corporation, according to Ruiz — Hockfield saw now as a good time for a transition.

The president expressed deep fondness for MIT, and especially its students.

“I remember when I first understood the GIRs,” she told *The Tech*, “I remember stopping and thinking, ‘Wow,’ When you decide to come to MIT you know that you are signing up for a more demanding environment than if you had gone to one of the other great schools you were admitted to. ... I have optimism for our future, because of young people who decide to take the harder route. ... My message out to the students is thank you for being so willing to take on the hard problems at MIT and beyond.”



CHRISTOPHER A. MAYNOR—THE TECH

**Supporters of the LaRouche political action committee display signs and pass out packets at 77 Mass. Ave.** on Friday afternoon. The PAC, formed by Lyndon H. LaRouche, Jr., believes that the world is currently under threat from a “British-Liberal” plot to drastically reduce the world’s population through a global thermonuclear war.

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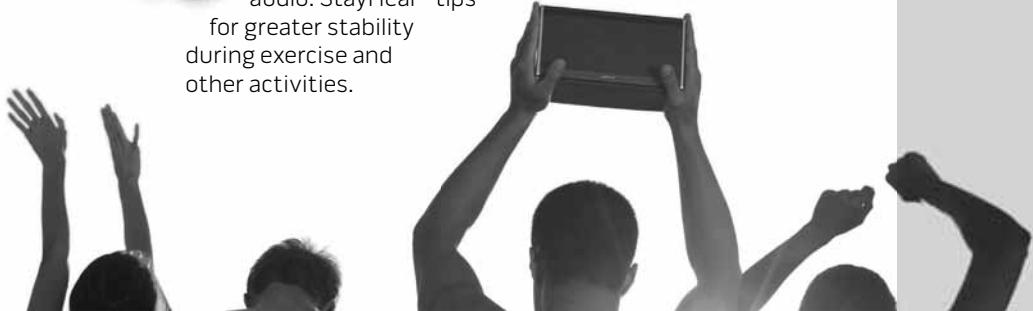
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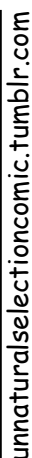
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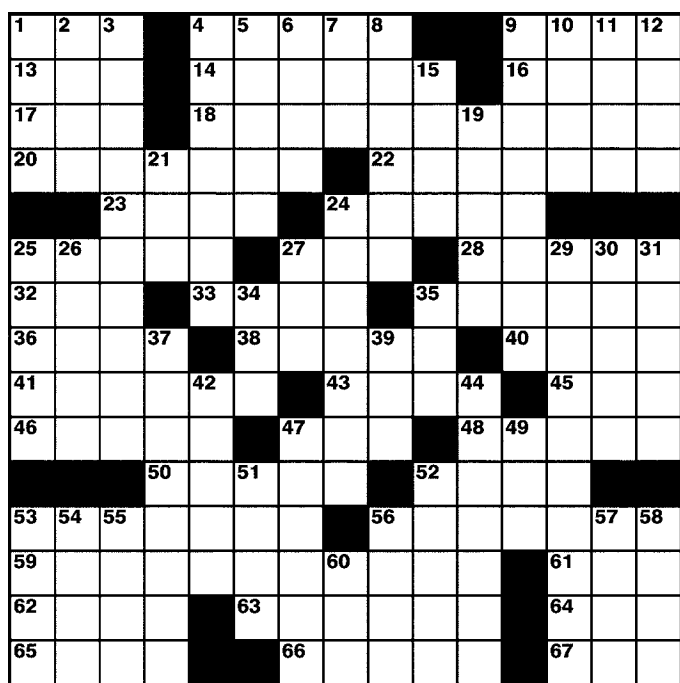
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## By David W. Cromer

Solution, page 11



1 Be in a cast	52 Sanctified	15 Highway hauler
4 Like gymnasts	53 Carnivorous plant	19 Depend (on)
9 Neglect to include	56 Giant of French	21 Overly
13 A question of method	modern art	24 Not parked outdoors
14 Betrays eager	59 Attachment on some	25 Wrath
anticipation	mufflers	26 Do research
16 Apple or pear	61 Train or truck or tractor	27 Slapstick projectile
17 Inventor Whitney	62 Dot on a map	29 Sirius, for instance
18 DNA's shape	63 Summon stentoriously	30 Out of action
20 Chanted words	64 Costs	31 Public Citizen
22 Renowned	65 Chaz Bono's mom	cofounder
23 Filmmakers' family	66 One of the Celtic	34 It may stop a fight
name	nations	35 Operate
24 Rat race	67 Obviously abashed	37 More likely to crumble
25 Lone Ranger's farewell		39 Immediately
27 Settle accounts	<b>DOWN</b>	42 Nighttime noise
28 Cameroon neighbor	1 Throat-clearing sound	44 Picturesque caves
32 Badminton gear	2 Liter-bottle buy	47 Dewey, to Donald
33 Hoo-ha	3 Minneapolis and St.	49 Three-time
35 Image receiver	Paul	heavyweight champ
36 Smooth-talking	4 Give an oration to	51 Like some fake fruit
38 Reeves of Speed	5 Bad-joke response	52 Rashness
40 Oklahoma city	6 Letters from debtors	53 Bank acct. guarantor
41 Very	7 High-arching shot	54 Luxurious
43 Percussion instrument	8 Queen of mysteries	55 New Haven institution
45 Highly skilled one	9 Ball club's day off	56 Consider, with "over"
46 Pine product	10 Counterspy	57 Filled with 25 Down
47 "Spanking" condition	11 Poker declaration	58 Examined
48 Not as common	12 Part of a cell-phone	60 Just like

- 1 Throat-clearing sound
- 2 Liter-bottle buy
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- 4 Give an oration to
- 5 Bad-joke response
- 6 Letters from debtors
- 7 High-arching shot
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- 9 Ball club's day off
- 10 Counterspy
- 11 Poker declaration
- 12 Part of a cell-phone



## [1017] Backward in Time

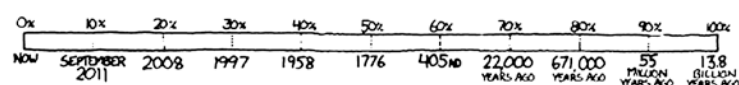
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$$T = (\text{CURRENT DATE}) - (e^{20.3444p^3+3} - e^3) \text{ YEARS}$$

WHEN THE TASK IS 0% DONE, IT GIVES TODAY'S DATE, AND AS I MAKE PROGRESS, I MOVE FURTHER AND FURTHER BACK IN TIME.

INVERSE:

$$p = \sqrt{\frac{\ln(T + e^3) - 3}{20.3444}}$$



IT MOVES SLOWLY THROUGH THE PAST FEW YEARS, THEN STEADILY ACCELERATES. I TUNED THE FORMULA SO THE TIME SPENT IN EACH PART OF THE PAST IS LOOSELY PROPORTIONAL TO HOW WELL I KNOW IT. THIS MEANS I HIT FAMILIAR LANDMARKS WITH EACH BIT OF PROGRESS, GIVING ME A SATISFYING SENSE OF MOVEMENT.

7.308%	DECEMBER 18, 2011
AROUND THIS TIME:	
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31.12%	FEBRUARY 1995
AROUND THIS TIME:	
WINDOWS 95 DEBUTS OJ FOUND NOT GUILTY	

47.91%	1844
AROUND THIS TIME:	
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# Hockfield’s many milestones

## *A legacy of successful fundraising and innovation*

History, from Page 1

by MIT (they must also gain admission to the Institute).

Hockfield has also made a point of engaging MIT in the national conversation about science and other current events. One of Hockfield’s first projects at MIT was the MIT Energy Initiative (MITEI), a campuswide program that looked to improve efficiency on campus and help tackle global energy problems. She announced the program during her inauguration in May 2005, and appointed an Energy Research Council that examined these problems.

In December of last year, Hockfield had MIT host a meeting for the Advanced Manufacturing Partnership (AMP), a White House Initiative that aimed to take laboratory achievements and turn them into new technologies to improve the economy. AMP, created by President Obama, will advise him on policy recommendation and manufacturing industries next spring. Hockfield, along with Andrew Liveris, the CEO of Dow Chemical, are co-chairs of the Steering Committee.

Another major development in Hockfield’s career was the recent unveiling of MITx, a new online learning system that will allow people around the world to access an

MIT education. The program will grant certificates for a yet-to-be-determined fee, and is debuting for free this semester with 6.002x (Circuits and Electronics).

**Internal changes**

The \$3 billion that Hockfield’s administration raised came through a number of channels. One notable example was the \$24 million donation from Fariborz Maseeh ScD ’90 that enabled the renovations of W1 to finish. Reopened as Maseeh Hall this fall, W1 provided space for a larger freshman class, allowing MIT to expand its undergraduate class size by 10 percent.

“That project came out better than we could have ever anticipated,” Hockfield said of Maseeh Hall in an interview with *The Tech* yesterday. “It’s just exciting to be in Maseeh....and feel that buzz of activity and enthusiasm.”

Hockfield’s presidency also saw a massive donation from David H. Koch ’62 for the new integrative cancer research center near the Stata Center.

In the wake of the 2008 financial crisis, when the endowment shrunk by 21 percent, Hockfield guided MIT through a series of budget cuts, though she made a point to preserve the Institute’s need-blind admissions policy and refused a hiring freeze. By 2010, MIT bal-

anced its budget for the first time in a decade.

At the same time, trimming the budget resulted in eight varsity sports being cut from the athletic department, which was very unpopular with students. Besides athletics, all departments had to cut parts of their budgets as well, resulting in layoffs and reductions in student-life amenities such as shuttles and printing.

The MIT 2030 framework, which Hockfield announced last year, will require renewed fundraising efforts. MIT 2030 will include a number of campus renovations and new construction projects, along with several real estate development projects at MIT and the surrounding area. In addition to a \$750 million bond sale, MIT hopes to raise another \$750 million through donations to finance MIT 2030.

Dining proved to be a controversial topic throughout Hockfield’s career at MIT. Hockfield’s administration pushed for an expansive dining program that required students who lived in dining dorms to purchase meal plans. Students countered the proposals with stiff opposition, but the dining plan was implemented this past fall with some flexible options.

Hockfield will continue to serve as president until her successor is appointed.

## Looking to the future: Susan Hockfield’s resignation letter

To the Members of the MIT Community:

I write to share with you my decision to step down from the presidency of MIT. Over the past seven years, working together we have accomplished far more than I set out to do. The Institute is now moving forward on a new set of ambitious goals, and I have concluded that the powerful momentum we have built makes this an opportune moment for a leadership transition.

I came to MIT in December 2004 with a profound sense of the privilege and the responsibility of the president’s role. But nothing could have prepared me for this remarkable community of creative minds. Together, we have made tremendous progress in dozens of ways, strengthening MIT’s foundations and setting our sights for the future. We are designing the policy, technology and education required to address the global need for sustainable energy. We have accelerated MIT’s ability to synthesize the strengths of science and engineering to fight disease and to invent new powers of computation. We have expanded the Institute’s global connections. We are charting a course to a new future for American manufacturing. We have also built a framework for the future of our campus and neighborhood, fortified the Institute’s financial structures, strengthened MIT’s culture of inclusion and increased the number of undergraduates we can educate. With the recent introduction of MITx, we are changing the conversation around affordability, access and excellence in higher education. Through last year’s celebration of MIT’s Sesquicentennial, our community emerged reenergized and refocused on our mission of service to the nation and the world. And we achieved all this and more while steering the Institute through the worst global financial crisis since the Great Depression.

The momentum of all that we have accomplished has tempted me to stay on to see our many efforts bear their full fruit. But to support our ambitious goals for the future, MIT has begun the crucial work of planning for a significant new fundraising campaign. A campaign on this scale will require the full focus and sustained attention of the Institute’s president over many years. I have concluded that it would be best for the Institute to begin this next chapter with new leadership.

Presidential searches generally take time; I will serve until my successor is selected by the MIT Corporation and is ready to assume the role. I look forward to continuing to be a member of the MIT faculty.

The coming months will offer many opportunities to reflect on our work together, but for now, let me simply thank the faculty, students, staff, alumni and friends of MIT who have given of themselves to advance the mission of MIT. While I expect new intellectual adventures ahead, nothing will compare to the exhilaration of the world-changing accomplishments that we produced together.

Most sincerely,  
Susan Hockfield

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As a summer intern, students:

- Gain valuable research experience
- Build new professional relationships
- Access world-class facilities
- Become part of a team that provides new, life-saving technologies.


If you are interested in learning more about this program the first step is to register at the website:

<https://isn.mit.edu/internship/index.php>

If you have questions about this program, or experience difficulty using any features on website, please contact Marlisha McDaniels- [mmcd@mit.edu](mailto:mmcd@mit.edu) or the ISN Headquarters, NE47-4<sup>th</sup> Fl. 617.324.4700.


**\*The Army Lab provides the intern's salary, which typically ranges from \$2280/month to \$2864/month depending on class year. Under certain circumstances the ISN can provide the intern with a supplement of up to \$1500 to defray costs of local accommodations and travel.**

**The ISN:** The mission of the MIT Institute for Soldier Nanotechnologies is to dramatically enhance Soldier protection and survivability through basic research on nanotechnology and collaboration with Army and industry partners to transition promising research into practical capabilities.



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You may be able to participate in a research study at Massachusetts General Hospital. We are looking at whether brain imaging tests show changes in people who are treated for depression using talk therapy.

Total compensation is up to \$455 if you complete the entire study. The cost of the therapy will be billed to you or your insurance company in the usual way.

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# Suffolk Downs proposal may deter casino rivals

By Mark Arsenault  
THE BOSTON GLOBE

The widespread perception that the Suffolk Downs casino proposal, with its strong political backers, has a lock on development rights for Eastern Massachusetts may be discouraging some casino companies from competing in what is expected to be the state's most lucrative gambling market, specialists say.

Only one developer, Steve Wynn of Las Vegas, has stepped forward to compete with Suffolk Downs for the single license available in the eastern part of the state. That pales in comparison to the free-for-all in western Massachusetts, a smaller market that has drawn significantly more interest from casino companies.

"At this point, most people [in the industry] believe that Suffolk Downs has it locked up," said Roger Gros, publisher of Global Gaming Business, a trade magazine that covers casino gambling. "That's pretty much the opinion right now, that they've got it."

The head of the state's gambling commission is adamant that the process will be open and fair, and that any assumptions about Suffolk Downs are completely unfounded.

But the sense of inevitability has been enough to give pause to casino mogul Sheldon Adelson. The Boston-born chief executive of Las Vegas Sands and the 16th-richest person in the world, according to Forbes Magazine, is hesitant to bid for a casino in his native state because he believes that the fix is in for Suffolk Downs, the billionaire told Global Gaming Business for a December article.

The perception that the competition is over before it even formally begins runs contrary to the intention of the state's new casino gambling law, which was designed to promote competition among developers in three geographic regions of the state, in order to attract the most lucrative and innovative projects.

In the western region, the law has had its intended effect.

At least five casino companies are competing, or expected to compete,

for development rights to a casino in western Massachusetts. Mohegan Sun, MGM Resorts, and Ameristar have each chosen locations in that region, while Hard Rock International and Penn National Gaming are tentatively linked to western Massachusetts sites.

But in the region covering Greater Boston and Worcester, Suffolk Downs and its partner, Caesars Entertainment, currently face just the Wynn proposal, pitched for land in Foxborough owned by New England Patriots owner Robert Kraft.

"Wynn always goes against [conventional wisdom], so I wasn't surprised to see him jump in with Kraft," said Gros. "He dances to his own tune, that's for sure."

Although several landowners in the eastern region are publicly marketing their sites for casinos, no other gambling company has joined Wynn in public competition against Suffolk Downs.

The southeastern region also lacks competition at the moment, but that is by design. State law delays bidding on a casino license in the southeast until at least August to give the Mashpee Wampanoag tribe time to make progress toward winning federal approval for a tribal casino in that region. The deference to the tribe is being challenged in federal court.

The perception that Suffolk Downs is a lock in Greater Boston is longstanding, predating the legalization of casino gambling in Massachusetts.

Two days before Governor Deval Patrick signed the legislation last November, the Las Vegas Review-Journal, a close observer of the casino industry, wrote that Suffolk Downs "is all but assured the license for the lucrative Boston market," due to support from key Massachusetts politicians and the Bay State ties of Caesars chief executive Gary Loveman PhD '89.

Loveman lives in Wellesley, holds a doctorate from MIT, and is a former Harvard Business School professor.

The high-profile backers of Suffolk Downs include House Speaker Robert A. DeLeo, whose district hosts the racetrack, and Mayor Thomas M. Menino of Boston, a longtime friend of Suffolk Downs investor Joe O'Donnell.

Menino has been outspoken in supporting the Suffolk Downs location, and casino officials say they got the message.

## New UA Council appointed, meeting soon

The UA Council, the UA's main ruling body that replaced the Senate, has been almost completely filled, with the off-campus representative yet to be determined. The Council includes representation for every dorm, the Interfraternity Council (IFC), the Panhellenic Association (Panhel), the Living Group Council (LGC), and off-campus residents, each selected in a way determined by their constituents. The Council will have its first meeting on Tuesday, Feb. 21 at 7:30 p.m. in the Senate Chambers, W20-400, according to UA Vice President Amanda C. David '13. The meeting will be open, and food will be served.

The members of the council are as follows:

### Dorms

- Brian Luque '12, Baker House
- Janille "Affi" Maragh '13, Burton Conner House
- Robert M. Johnson '13, East Campus President
- Ryan T. Normandin\* '13, former MagGregor House senator
- Sungmin "Regina" Cho '14, Maseeh Hall President
- Elise A. Stave\* '13, McCormick Hall

- Benjamin I. Shaibu '14, New House
- Alec C. Lai '13, Next House President
- Alexandra M. Westbrook '13, former Random Hall senator
- Katy I. Gero '13, Senior House
- Eli H. Ross '14, Simmons Hall

### IFC

- Thomas A. Anderson '13, IFC president, Zeta Psi
- Kyle M. Smith '13, Kappa Sigma
- Alexander T. Kiefer '15, Zeta Psi
- Douglas O. Sanchez '14, Theta Delta Chi

### Panhel

- Denzil Sikka '13, Panhel President, Alpha Phi
- Christine S. Lai '13, Alpha Chi Omega
- Lauren M. Allen '13, Kappa Alpha Theta

### LGC

- Alexander W. Dehnert '12, Epsilon Theta

### Off-campus

- To Be Determined

—Bruno B.F. Faviero

\* — Normandin and Stave are Tech staffers.



COURTESY OF MIT DRAMASHOP

Nora H. Mallory '12 and Jeffry Disko '10 perform in the MIT Dramashop's production of "My Uncle," based on the play "Uncle Vanya" by Anton Chekhov. In addition to performing last weekend, MIT Dramashop will show the play this upcoming Thursday, Friday, and Saturday at 8 p.m. in Walker Memorial.

## The Council for the Arts at MIT Grants Program

# Call for applications!

Deadline: Friday, February 17, 2012 at 5pm

All types of art projects are supported

All current MIT students, faculty, and staff are eligible to apply

Information, guidelines, and application form:

<http://arts.mit.edu/about/camit/camit-grants/>

It is strongly suggested that first-time applicants meet with CAMIT staff before submitting a proposal

Please contact CAMIT director Susan Cohen at [cohen@media.mit.edu](mailto:cohen@media.mit.edu) with questions or to make an appointment

### Solution to Crossword

from page 8

ACT	AGILE	OMIT
HOW	DROOLS	POME
ELI	DOUBLE	HELIX
MANTRAS	EMINENT	
COEN	GRIND	
ADIOS	PAY	GABON
NET	STIR	RETINA
GLIB	KEANU	ENID
EVERSO	GONG	ACE
RESIN	NEW	RARER
TOWED	HOLY	
FLYTRAP	MATISSE	
DUALEX	HAUST	TOY
ISLE	YELLTO	ARE
CHER	WALES	RED

### Solution to Sudoku

from page 9

6	7	8	2	9	3	4	1	5
5	4	9	6	7	1	2	3	8
1	2	3	8	4	5	7	9	6
8	9	7	5	6	2	1	4	3
2	3	6	4	1	9	8	5	7
4	1	5	3	8	7	9	6	2
7	6	2	1	5	4	3	8	9
9	5	4	7	3	8	6	2	1
3	8	1	9	2	6	5	7	4

### Solution to Techdoku

from page 9

4	6	5	3	1	2
5	1	6	4	2	3
3	5	4	2	6	1
1	3	2	6	4	5
6	2	1	5	3	4
2	4	3	1	5	6

